

Consultative Group on International Agricultural Research
Mailing Address: 1818 H Street, N.W., Washington, D.C. 20433, U.S.A.
Office Location: 1825 K Street, N.W.
Telephone (Area Code 202) 334-8021
Cable Address—INTBAFRAD

From: The Secretariat

August 18, 1986

Subject: Outcome of Negotiations with WARDA

Summary

This circular transmits a report on the meetings of the Governing Council of WARDA at Dakar, August 11-12, 1986. It outlines the proposals made by WARDA to the CGIAR, which will be discussed at ICW 1986. Members of the Group who are present or potential donors to WARDA are invited to a full day meeting at the World Bank Paris Office on September 15 to obtain further information, and discuss the steps that need to be taken to enable the Group to make a final decision on its relations with WARDA at ICW 1986.

Text

Attached for the information of Group members is a report from Joseph Hulse, leader of the CGIAR/IDRC delegation to the meeting of the Governing Council of WARDA which took place in Dakar on August 11 and 12. Members will recall that IDRC was requested at the Ottawa meeting to undertake negotiations with WARDA on behalf of the CGIAR. Moise Mensah, Assistant President of IFAD, accepted the role of negotiating with a number of the member governments and prepared a report and proposal for consideration of the WARDA Governing Council. Mr. Mensah's report as presented to the Council is Appendix A of the delegation report.

It is evident from the reports of Messrs Mensah and Hulse that the views of the Group concerning the management of research it might support in the future on rice in West Africa have been presented clearly to the Governing Council of WARDA. In turn the Governing Council has outlined a proposed structure for operation of WARDA as a rice research organization which coincides to a considerable degree with the views expressed in the Group, while retaining the overall character of a regional organization.

/continued....

Distribution:

CG Members
Center Board Chairmen
Center Directors
TAC Chairman
TAC Secretariat
TAC Members

WARDA Proposal

The proposal is for management of WARDA to be in the hands of a board of trustees, half of whose members would be chosen from the region, selected on technical criteria by the board itself, and approved by the Council of ministers which would replace the Governing Council; and half chosen on a world-wide basis by the CGIAR.

The proposal is for management of WARDA to be in the hands of a center, except that its choice for executive secretary (the person who would exercise the role comparable to that of director in another CGIAR center) would be formally elected by the Council of Ministers, as would its choice of an external auditor. Other than these two functions, and the approval of nominations to the board from the region, the Council would have no direct role in the management of the research program. It would examine and comment upon various plans and documents and deal with political issues affecting WARDA at the request of the board of trustees. The board would thus be in a position to make all substantive decisions concerning the research program itself.

Members may wish to compare the proposals as outlined in Mr. Hulse's report with the criteria suggested by the TAC at its 39th meeting in Cali in June, which were provided to Mr. Mensah for his guidance in conducting his negotiations. (The TAC statement, excerpted from the draft minutes of TAC 40, is Attachment II to this circular.)

The TAC proposal assumes that WARDA would wish to carry on non-research activities in addition to the research program financed by the CGIAR. The Governing Council proposal on the other hand appears to restrict the WARDA program essentially to research and other research related activities appropriate for CGIAR support. The criteria offered by TAC for a research entity within WARDA therefore need to be applied to WARDA as such.

TAC covers a number of questions which are not addressed by the Governing Council, such as headquarters location, program size and focus, which are thus left for decision by the board when constituted, and the proposed integration of IITA and IRRI programs which is a matter primarily for the CGIAR and the boards of the centers involved, including the new WARDA board.

The remaining TAC points are: governance by a board made up of qualified persons serving as individuals; close links between the board and the ministers without impairing the autonomy of research management; board and management fully responsible for policy, implementation, administration etc.; and selection of senior staff on international criteria. On these points there is a good match with the WARDA proposal qualified only by the provision for approval of the executive secretary by the Council of Ministers, and the requirement that he be from the region.

Finance

The Chairman of the Governing Council, Mr. Sagna, made a very strong pitch for the payment of member state contributions to WARDA. He drew

on a resolution passed by the Chiefs of State of ECOWAS at their recent meeting in Abuja, Nigeria, supporting WARDA and asking ECOWAS members to pay their dues to the association. Substantial efforts will be made during the coming months to follow up on this point, including urging acceptance of offers of help from the World Bank, UNDP and the Government of the Netherlands. (The facility of using funds available under existing World Bank loans and IDA credits for this purpose has been extended by the Bank beyond the earlier deadline of June 30, 1986 and remains in effect).

A schedule for payment of arrears has been established and Mr. Sagna has been requested by the Council to visit the finance ministers and heads of state of the member countries to urge their prompt action, particularly payment of the first tranche of arrears by the end of this year.

Under the proposal the only earmarked contribution from the member governments would be the costs of the Council of Ministers meetings (and possibly for some developmental activities, although the delegation report doubts anything not appropriate for CGIAR support is being planned). The CGIAR budget would therefore cover the entire operations with an allowance for contributions received from members. Obviously a great many details remain to be worked out, should overall agreement be reached between WARDA and the CGIAR.

Next Steps

The Chairman of the Governing Council has written to the members of WARDA proposing necessary amendments in the statutes and regulations of the association to implement the changes WARDA plans to make. It is expected that these change would be made at the regular meeting of the council in December 1986. He is also writing to the Chairman of the CGIAR setting forth formally the proposal WARDA is making to the Group. This letter will be circulated to members as soon as it is received.

A meeting of WARDA donors and other interested members of the Group has been planned for the World Bank office in Paris on September 15, 1986. Contrary to previous communications, that meeting is planned for the entire day, beginning at 8:30 am. Simultaneous translation between French and English will be available. The meeting will be chaired by Curtis Farrar, Executive Secretary of the CGIAR. Representatives of WARDA are being invited. Mr. Moise Mensah is expected to be present, as are representatives of the TAC and of IDRC.

The role of this meeting will be to take certain steps which appear essential if a decision concerning the future relationship between WARDA and the CGIAR is to be made during ICW 1986, as the Group decided at Ottawa should be the case:

1. An opportunity for WARDA to present its proposals to donors directly, for Mr. Mensah to review his negotiations and the outcome of the Governing Council meeting, and for donors to obtain whatever clarifications may be necessary to enable them to take a position at ICW.

2. Identification of any remaining issues which require further work prior to ICW discussions.
3. Presentation of an interim WARDA budget for 1987 to assist members who choose to do so to build support for WARDA into their budget plans for that year. An opportunity for donors to advise WARDA of likely support in 1987.
4. Discussion of the funding responsibilities of the CGIAR and of WARDA members in the event the WARDA proposal is approved by the Group.
5. Consideration of possible names for the proposed board of trustees, and of the method for establishment of the board as successor to the STC.
6. Other transitional issues.
7. Alternatives in case no consensus emerges from the Group meeting.
8. Opportunity for a private discussion among current and potential donors to WARDA.

This meeting is obviously of great importance to both the Group and WARDA, and plays a key role in making it possible for the matter to be resolved during centers week. Interested members are strongly urged to participate.

Attachments

- I. Report of the CGIAR/IDRC Delegation to the Fifth Extraordinary meeting of the Governing Council of WARDA.
- II. TAC's Views on an Integrated Rice Research Program in West Africa.
- III. Resolution of the Economic Community of West African States.

**Report of the CGIAR/IDRC Delegation to
the Fifth Extraordinary Session of
the Governing Council of WARDA
August 6-12, 1986
Dakar, Senegal**

Sequence of Meetings

August 6, 7: Executive of the Scientific and Technical Committee
August 8, 9, 10: National Experts Committee
August 11, 12: Governing Council of Ministers

Participants

Dr. Mensah attended the Experts Committee meeting. The CGIAR/IDRC delegation composed of J.H. Hulse, Doreen Calvo, Robert Auger, R.B. Scott together with Moise Mensah attended all of the open sessions of the the Council of Ministers. Only one CGIAR donor agency, USAID, was represented by an observer, Mr. Ayling.

The following Member States were officially represented--those underlined by a Minister. Benin, Cote D'Ivoire, The Gambia, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra-Leone, Tchad, Togo. Absent: Burkina Faso, Ghana and Cape Verde.

Agenda and Presentations

In his opening formal statement, the Chairman of the Governing Council, the Honorable Famara Ibrahima Sagna, Minister of Rural Development of the Republic of Senegal paid tribute to the CGIAR and its members, particularly to those who had expressed confidence in and supported WARDA's research program over many years. M. Sagna paid a special warm tribute to the consultant Dr. Mensah for his patient, sympathetic and thorough negotiations, the direct outcome of which would be seen in a significant reformation in WARDA's structure, mode of governance and selection procedures. A copy of the Mensah report is at Appendix A.

Mr. Sagna emphasized the importance of rice in the basic diets of many West Africans, pointing out that while rice production had significantly increased since WARDA was created in 1970, the demand has grown more rapidly resulting in increased rice importation throughout the region of close to 84 percent. He underlined the necessity of a sound rice research program in order to realize regional self-sufficiency.

Mr. Sagna laid special stress upon the serious state of WARDA's finances in large part because of the failure of member states to make their assessed contributions. He called upon the members to make the required payments as quickly as possible. To draw WARDA's financial condition to the attention of all member governments President Abdou Diouf had placed the matter on the agenda of the recent meeting of the Authority of Heads of State

and Government at the Economic Commission of West African States. In consequence a Resolution reaffirming ECOWAS members' support for WARDA was adopted.

Following the Chairman of the Governing Council's statement, Joseph H. Hulse was invited to speak on behalf of the CGIAR. The text of this statement is at Appendix B.

The Governing Council hence forward to be known as the Council of Ministers then convened in closed session to discuss the recommendations of the Mensah report, the recommendations of the CGIAR, of the Technical Advisory Committee, and other issues raised in discussions with the Chairman of the Governing Council, the Chairman of the STC and the Acting Executive Secretary and the Experts Committee.

The following are the principal results of these various discussions and the in camera meetings as subsequently conveyed to the CGAIR/IDRC delegation.

Finance

In his opening address to the Council of Ministers, Mr. Sagna, the Chairman, stressed the need for assured financing for WARDA. He urged member states to bring their contributions up-to-date. He referred to the Mensah report, which was endorsed by the Group of Experts who had met the previous week, and requested member Governments to pay US\$2.9 million of their arrears by December 31, 1986. The experts have endorsed a repayment schedule (see Appendix C) which indicates the individual amounts due from each state by the end of 1986, and those due annually over a five-year period ending in 1991. The total amount due is US\$11.5, of which US\$8.6 million will be paid during the five-years beginning 1987. The Minister reminded members that the World Bank had offered member states the option of using funds available under World Bank loans and IDA credits for payment of their membership contributions; the Minister requested the World Bank to extend the deadline for these requests, beyond June 1986. The UNDP and the Government of the Netherlands had offered similar financing arrangements.

Subsequently, the Governing Council requested and its Chairman agreed to visit the Heads of State of those WARDA members whose contributions are in arrears and to urge that they pay their outstanding and current contributions in compliance with the ECOWAS resolution. The Governing Council also invited the CGIAR to provide a knowledgeable consultant to accompany the Chairman in order to advise member states upon appropriate procedures by which to present submissions in a form acceptable to the World Bank, IDA, UNDP and the Netherlands.

The CGIAR/IDRC delegation visited the World Bank Office in Dakar to brief its officers upon all of these matters. The delegation also requested WARDA's Executive Secretary to provide the CGIAR and its members with a breakdown of WARDA's budget and expenditures by program activity and source with particular reference to administrative and supporting costs as they apply (a) to research and training (b) to other activities.

This information will determine the proportions of WARDA's expenditures allocated respectively to rice research and its supporting services and to other non-research activities. If as seems possible the latter are relatively minor the CGIAR/IDRC delegation would endorse the TAC recommendation (1986 Mid-term review) that "There should be an adequate and stable source of funding to meet the administrative costs of the research program. The CGIAR should provide such funding."

If the financial analysis requested indicates WARDA's resources are heavily concentrated upon research and related training then, as is the case in other IARCS, the CGIAR should finance all those components of WARDA's budget, including administrative costs that are devoted to research, training and related activities.

If the proposed system of governance and structure approved by the Council of Ministers in Dakar on 11 & 12 August is acceptable to the CGIAR, the member states would be required to finance:

i. Meetings of the Council of Ministers in the manner that meetings of the Governing Council are presently financed.

ii. Other activities not directly related to the essential core program of rice research and training. (NB. It has been suggested that the member states should finance "development activities." However, most such activities appear to relate to on-farm trials and other forms of cooperation with national programs. Since such activities are essential components of most IARC programs, there seems no justification for treating WARDA differently to other centers. Similarly it was suggested that Regional Rice Policy Studies might be the responsibility of the member states. Again, cooperation between other IARCs with IFPRI in such studies are an accepted charge to the CGIAR resources).

Proposed Structure

The Governing Council's most important decision was to convert the Scientific and Technical Committee (STC) into a Board of Trustees with powers similar to the Boards of other IARC's in the CGIAR family. More specifically it was provided that the future Board should have the following responsibilities:

- To consider and approve WARDA's annual program of work and budget;
- To monitor the Association's activities and its progress towards the achievement of its mandate,
- To ensure the Association's integrity in financial management and accountability, and to select the Association's External Auditor for appointment by the Council of Ministers,

- To consider and approve personnel policies, including terms of reference, job descriptions, salary scales and other benefits,
- To select and nominate a single candidate to the position of the Executive Secretary for appointment by the Council of Ministers and
- To approve the appointments of other senior staff to be recruited internationally.

The Governing Council also decided that the Board would be composed of members selected, on a basis of parity, (a) from among nationals of member states and (b) from those individuals proposed by the CGIAR. The Board of Trustees would establish the selection criteria for all vacancies, would screen the candidates and would propose their appointment either to the Council of Ministers (formerly the Governing Council) or the CGIAR, as applicable. In selecting the Board of Trustees the standard procedures outlined in Section X of the CGIAR February 1986 document will apply. The Board of Trustees would have a key role to play in the selection of WARDA's Executive Secretary who, according to the Governing Council's decision, must be a national of one of WARDA's Member States. Again, the Board would set the selection criteria, screen the candidates and propose one candidate for appointment by the Council of Ministers.

As regards the WARDA Secretariat staff, the Governing Council agreed to do away with the position of Deputy Executive Secretary. All senior staff of the Association, including the Director of Research, would be selected and appointed in accordance with the staffing policies approved by the Board of Trustees. There is no requirement, in the decisions taken by the Governing Council, that the senior staff, including the Director of Research, be appointed from among nationals of member states. Therefore, as for other IARC's, candidates for senior positions would be invited on an international basis.

As indicated above, WARDA's current Governing Council would transform itself into a Council of Ministers whose functions would comprise:

- (a) the appointment of the Executive Secretary, upon the recommendation of the Board of Trustees.
- (b) The appointment of those trustees representing the Western African region, upon the recommendation of the Board of Trustees.
- (c) The examination of mid-term programs of work with a view to ensuring the conformity thereof with the agricultural development policies of the region.
- (d) the examination of the Association's annual and other major reports, as well as relevant external review and evaluation reports; and

- (e) the provision of assistance in resolving major political issues referred to it by the Board of Trustees. Such political issues could be, for instance: difficulties arising in the implementation of the Headquarters Agreement; eligibility for membership or loss of membership; the facilitation of cooperative agreements with national agricultural programs.

In other words, the Council of Ministers would essentially retain a general supervisory role, with the actual policy-making, program approval and administrative monitoring being entrusted to the Board of Trustees. The CGIAR/IDRC delegation believes that these decisions satisfy the principles and conditions that TAC prescribed for WARDA's governance.

Revision to WARDA's Constitution

The above decisions modifying substantially WARDA's governance require to be translated into amendments to WARDA's Constitution (revised text - January 1981). The Governing Council, therefore, decided to meet again one last time, in December 1986, in Dakar, Senegal in order to consider and adopt these amendments. A re-structured WARDA should therefore, be legally in existence by the end of the current year.

Final Comments

It is the opinion of the CGIAR/IDRC delegation that the Governing Council of WARDA has taken serious note of CG members' concerns and of the TAC recommendations and has acted in good faith to satisfy most of these concerns and to meet these recommendations. While retaining the responsibility for final approval of the appointment of the Executive Secretary, the Council of Ministers has agreed that the newly constituted Board of Trustees will prescribe the terms of reference for the Executive Secretary and that the Board will select and nominate only one candidate for the Council of Ministers' ratification. Though the member states continue to insist that the Executive Secretary be a national of the one of the member states, it was agreed that the Director of Research and all other senior staff will be selected and appointed by the Board of Trustees without constraint of nationality. That is the Director of Research and other senior staff may be nationals of any country in the world.

The CGIAR/IDRC delegation was received and treated with extreme courtesy and cordiality during all formal and informal meetings and in all discussions with the Chairman, representatives of Member States and officers of WARDA. The delegation is convinced of a genuine and sincere wish and intent by the Chairman of WARDA and Member States to reform the organization in the manner described and to assign to the newly structured Board of Trustees authority and responsibilities equal and parallel to those of other IARCs.

The texts of the Formal Resolutions appear at Appendix D.

J. Hulse
Vice President
IDRC

August 18, 1986

REPORT ON CONSULTATIONS ON POINTS OF CONCERN REGARDING CGIAR-WARDA RELATIONS

by M.C. MENSAH

I. INTRODUCTION

Over the past few years, the West Africa Rice Development Association (WARDA) had been affected by two sets of problems which to some extent are inter-linked, i.e. problems related to WARDA's governance and management on the one hand and those related to member governments' financial support on the other hand.

Several reviews were undertaken, including External Programme and Management Reviews undertaken in 1983 by the Consultative Group on International Agricultural Research (CGIAR) and a Mid-term Review undertaken by the Technical Advisory Committee (TAC) in 1986. As a result, key problem areas were identified and some corrective steps were taken. However, the concern still remains that, unless certain basic constraints are removed, WARDA cannot operate properly as a research institution of the standing required to justify full and continuing support by the CGIAR. Yet the need has been clearly established by the Mid-term Review Panel (May 1986) for increased efforts in rice research in order to develop technological packages well suited to the ecological and socio-economic systems of West Africa. When WARDA was created some 16 years ago, the total rice import in the region was about 200 000 T as against more than one million tonnes today. It is recognized that only well-conceived and effectively implemented research programmes can provide the means to increase productivity and production, thereby reducing the drain on scarce foreign exchange caused by an ever-growing demand for imported rice. Indeed, the sense of urgency for efficiently carrying out rice research activities in West Africa has led to suggestions for alternative forms of rice research management in the region.

During its mid-year meeting in Ottawa - May 1986 - The CGIAR discussed issues related to WARDA's governance and management as well as the problem of member countries' financial support against the background of decisions reached at the 15th Session of WARDA's Governing Council - Dakar, December 1985. As a result of those discussions, the chairman of the CGIAR, Dr. S.S. Husain, requested the International Development Research Centre (IDRC) to serve as negotiator on behalf of the Consultative Group with WARDA in order to find, over the coming months "a way in which WARDA, as a regional intergovernmental organization can continue to play an important role in rice research in Western Africa", bearing in mind that the conduct of that research must be free from any other consideration than scientific and technical excellence, a condition which should ensure CGIAR support.

As a first step in the negotiation process, a mission consisting of Moise C. Mensah, Assistant President of IFAD, accompanied by the Acting Executive

Secretary of WARDA, Alieu Jagne, visited seven WARDA member countries from June 30 to July 20 to hold consultations with government authorities concerned with WARDA matters. The selection of visited countries was made in consultation with H.E. Mr. Famara Sagna, Chairman of the Governing Council of WARDA. It did correspond to the optimum choice, given time and communication constraints, and bearing in mind that the mission started at Abuja, Nigeria where WARDA was on the agenda of the Ecowas Summit (June 30 - July 1). The countries visited were Nigeria, Benin, Togo, Ghana, Côte d'Ivoire, Mali and Senegal.

The mission feels greatly indebted to all those who, at various levels and in various forms, assisted it in performing its duties. It wishes, from the outset, to express its deep gratitude to H.E. Mr. Famara Sagna, Chairman of WARDA Governing Council, for the bold initiatives he took in order to ensure that, despite the short notice, WARDA matters were discussed by the Ecowas Summit and that in each country visited, senior government officials were prepared to devote to the mission enough time for meaningful discussions. The mission is most thankful to H.E. A. Akinrinade, Minister of Agriculture, Water Resources and Rural Development, Nigeria, H.E. Adolphe Biao, Minister of Rural Development of Benin, H.E. Commodore Steve Obimpe, PNDC Secretary for Agriculture, Ghana, H.E. G. Laubouet-Vally, Minister of Rural Development of Côte d'Ivoire and their distinguished collaborators, as well as the senior officials met in the absence of their Excellencies the Ministers of Rural Development of Togo and Agriculture of Mali. The valuable advice provided and the very constructive spirit of the suggestions made are greatly appreciated.

The mission is particularly grateful to Dr. S. Shahid Husain, Chairman of the CGIAR, Dr. C. Farrar, Executive Secretary, Dr. J. Hulse, Vice-President of IDRC and their colleagues for their precious guidance.

Last but not least, the mission wishes to thank most sincerely the UNDP Resident Representatives in the countries visited, the Director of the IDRC office in Dakar, the World Bank Resident Mission in Bamako for their unrestricted and very effective support.

The mission's assignment was to clarify, with the relevant authorities, points of concern to the CGIAR on its relations with WARDA, and more specifically, to:

- discuss issues related to the governance and management of WARDA inasmuch as the present structure may constitute a constraint to the effective conduct of research activities.
- review alternative forms of research management.
- discuss funding issues - in particular, government contributions and payment of arrears.
- make suggestions to WARDA's governing council and the CGIAR on possible solutions to the governance/management issues as well as funding problems.

II. REVIEW OF POINTS OF CONCERN ON WARDA GOVERNANCE AND MANAGEMENT

1. The Nature of WARDA and the scope of its activities

The charter which established WARDA in 1970 gave it a broad mandate, i.e. the promotion of rice production, processing and marketing "both within countries in West Africa and with respect to external trade in rice". To that end, WARDA was expected to carry out basic and applied research, collect, analyse and disseminate relevant information, particularly through the establishment of advisory services, training and extension facilities. The association, which is an intergovernmental organization, was and is still perceived as a unique instrument for regional cooperation in the field of agricultural development, starting with rice research as a first major step. While there have been suggestions made for enlarging WARDA's mandate to cover food crops other than rice, lessons drawn from past and current experience would indicate that a consensus should be reached on two basic points. Firstly, and without underestimating its potential role as a developmental agent, WARDA should sharply focus on research in the coming years. Only in so doing will it be able to develop, within a reasonable time-frame, the technological packages urgently needed by West African farmers and governments to boost rice production. WARDA's future ability to provide to National Research and Extension Services appropriate planting material and well-tested production techniques will depend on such a focus on research and related training. Secondly, WARDA should, in the foreseeable future, concentrate its efforts on rice research, bearing in mind that when rice is part of a given farming system it will be studied as an element of the overall system. Indeed, it is in the member countries' interest that, given the limited resources at their disposal, WARDA should endeavour to achieve full command of rice research in West Africa before embarking upon new initiatives. The wisdom of concentrating efforts on few things, and doing them well, holds particularly true in this case.

The mission believes that the genuine concern expressed by member countries to see an increased and more visible impact of WARDA on their domestic agricultural programmes could be met by a more sharply focussed WARDA program.

It may be worth noting, albeit that such a concern exists, all member countries visited expressed continued faith in and support to WARDA as a tool for regional cooperation in agricultural research. More importantly perhaps, during the 9th Session of the Economic Community of West African States, the Heads of State and Government adopted a resolution to "renew its commitment to the continuation of the regional collaborative effort in rice research and to maintain WARDA as a regional cooperation institution".

2. Review of governance and management related issues

The 1983 External Management Review (EMR) drew attention to a major weakness in WARDA's governance and decision-making structure -- the absence of a single body actually overseeing the whole WARDA operation and providing policy guidance to the management on all activities and operations.

While the Governing Council (GC) has responsibility for policy-making, its overriding concern has been with political and administrative issues. This fact, coupled with the frequent turn-over of Governing Council members, has limited the effectiveness of the Council in providing to WARDA management the necessary sustained policy guidance on programme and budgetary matters. While the Scientific and Technical Committee (STC) had responsibility for advising on the scientific and technical aspects of the activities of the Association and their financing, in practice it did not deal with administrative and financial matters. The EMR found this lack of accountability for overall institutional performance, given the fragmented nature of the donor funded projects, a major cause of WARDA's inefficiency. It strongly recommended changes that would give WARDA a governance structure similar to those of the other International Agricultural Research Centers (IARC's), while preserving its regional cooperative character.

The EMR urged the Council:

1. to reconstitute the STC and delegate to it specific managerial responsibilities for reviewing integrated financial and programme plans, approving the appointment of senior professional staff and constituting a search committee to select one or more candidates for the position of Executive Secretary to recommend to the GC.
2. to eliminate the position of the Deputy Executive Secretary, as it was then defined.
3. to establish standards and procedures for the recruitment and compensation of senior professional staff so as to attract and retain staff of the highest calibre.
4. to strengthen its financial management system by creating and filling the position of Chief Financial Officer and improving internal and external audit controls.

The TAC Mid-term Review of WARDA has reported on the progress made in the implementation of the EMR recommendations. It found that "the (reconstituted) STC has begun serving in the mould of the Boards of Trustees of other centres with competent dedicated members committed to improving rice production in West Africa". At its 15th Session, December 1985, the Governing Council decided to delegate to the STC specific authorities for policy-making and for supervising the management. While it is unclear at this point in time whether the Council has in fact delegated to the STC authority to appoint the Executive Secretary, it should be noted that the role definitely assigned to the STC to select the ES meets the full requirement of the 1983 EMR.

As regards the elimination of the position of the Deputy Executive Secretary (DES), it should also be noted that it was the STC that recommended that the Council should proceed with the election of the DES in 1983. The Council accepted, at its 14th Session in December 1984, the STC's proposals re-defining and depoliticising the position of DES. These proposals appeared acceptable to donor representatives at the Council Session. However, a consensus appears to be emerging that the current level of operations of WARDA does not justify the retention of this position.

The Mid-term Review Panel has recorded WARDA's positive response to the recommendation to establish standards and procedures for senior staff recruitment and considers this recommendation largely implemented.

The filling of the positions of Financial Controller and Internal Auditor through international recruitment is indicative of the efforts that have been made to improve the financial management system in line with the EMR recommendation. It is expected that the Council will decide on the STC's proposals to appoint a new External Auditor during the Council's Extraordinary Session in August 1986. Again, the Mid-term Review Panel has reported on the significant improvements made in financial management at WARDA over the past year.

3. Additional safeguards to ensure independent and expert technical management.

As pointed out in the previous section which reviewed governance and management related issues, steps have been taken to bring about meaningful improvements. However, there remains a strong feeling that new forms of rice research management may be required if WARDA were to achieve its objectives and if the CGIAR were to provide continued support to the sustained research program needed to increase rice production in West Africa.

One alternative form of international rice research management could consist in the creation of a new institution called West Africa Rice Research Institute (WARRI) as proposed by the External Review Panel. WARRI would be "the primary entity for carrying out a well integrated rice research program in West Africa". It would "be constituted as an international organization with the basic operational characteristics of the International Agricultural Research Centers in the CG system". WARRI's mandate would be "to conduct research; to conduct research related training; and to strengthen national rice research systems". The merit of the WARRI approach is that "this is an apolitical model of proven effectiveness". The WARRI model was discussed by the mission. Although WARRI, as a distinct center, could still operate under a separate umbrella organization which could be a new version of WARDA, the approach was generally found unattractive for the following reasons, inter alia:

- After 16 years of existence, WARDA seems to have become an act of faith in Regional cooperation, with particular emphasis on agricultural research. In that respect, it is noteworthy that even member countries where WARDA has had to discontinue its activities are still expressing full support to the association.
- While West Africa countries have recognized that they have too many sub-regional institutions and there is a need for rationalization, WARDA was identified by Ecowas as an organization promoting regional integration and deserving full support by member countries and donor agencies.
- Most member countries perceive WARRI as a challenge and substitute for, and not as a support to WARDA.

Another alternative form of management consists in leaving WARDA in whichever form member countries deem it fit, but having the association subcontract research work with research institutions such as the International Rice Research Institute (IRRI) or the International Institute for Tropical Agriculture (IITA). Under this option, WARDA need not maintain a separate research department, but only a small "research and development unit" to link WARDA's development activities with research conducted by other agencies on a contract basis.

Therefore, the CGIAR would essentially provide funding to research activities which WARDA and those subcontracting institutions have agreed to carry out. Development related activities would be funded from other sources, including external donors.

This management form was not found to be a truly distinct option, inasmuch as even a fully fledged research institution may still find it useful to subcontract part of its program to other institutions. Therefore, subcontracting is a tool which should be available to WARDA's research management, whichever management formula is retained.

A third option would be to keep the present WARDA model as proposed by the Scientific and Technical Committee (STC) and agreed upon by the Governing Council in Dakar in December 1985, but with a semi-autonomous research department. The activities of that department would be carried out under the full and sole responsibility of a Director of Research. The responsibilities of the Executive Secretary would then be limited to general administration and other non-research related programs. This option does raise questions, for example, on the role of the STC and its relations with the Executive Secretary and the Governing Council, but, more importantly, it would lead to serious tensions between the Director of Research and the Executive Secretary.

If, as was repeatedly mentioned, the major preoccupation is to ensure that West African Rice Research Programs are conducted under expert technical management, it should be possible to reconcile that key requirement with member countries concern that, as a tool for regional integration and cooperation in agricultural research, WARDA must be a genuine regional research institution.

A possible compromise might be found along the following lines:

- a) Since, following the delegation of responsibilities approved by the Governing Council in December 85, the Scientific and Technical Committee now has a structure and functions similar to those of a normal International Agricultural Research Center (IARC), a further step should be taken to make the STC a fully-pledged Board of Trustees with a structure, functions, and regulations identical to those of IARCs.

This would be consistent with the spirit of "delegation of responsibilities", bearing in mind that a research center needs a managerial body which can devote to it more time and attention than is available to very senior policy-makers of ministerial rank.

b) The Governing Council would therefore be renamed (e.g. Council of Governors or Council of Ministers). The Council of Ministers would essentially discharge the following responsibilities:

- appointment of the Chief Executive Officer based on procedures described below under (d)
- examination of long term program of work with a view to ensuring that WARDA's overall orientation is in line with the agricultural development priorities of the region
- examination of important reports such as mid-term review reports, annual reports, etc
- assistance in resolving political issues the Board of Trustees may find beyond its reach.

The Council of Ministers may not necessarily meet every year, thereby saving on administrative costs.

c) As was the case for the STC, the Board of Trustees would appoint its own members on the basis of personal capacity. The parity existing between Member country representation and CGIAR appointees would be maintained. The size of the Board should remain small to make it manageable.

d) The Board of Trustees would select the Association's Chief Executive Officer from among the best research administrators available with citizenship of one of the member countries. Candidates would not be limited to those proposed by governments, but may be individuals working within national, international or private research institutions anywhere in the World. The Chief Executive Officer would be an ex-officio member of the Board of Trustees.

The need to restrict citizenship arises from the regional / intergovernmental nature of WARDA; it is common practice that the Head of an intergovernmental organization belong to one of the member countries concerned. Moreover, there is evidence that West African citizens are available who can meet the requirements of the job. A job description that set the right profile, coupled with a good screening process by the Board of Trustees, should ensure that the selected candidate is not a political appointee but a good research center manager.

The selected candidate would be proposed for appointment by the Council of Ministers. The presentation note would explain which selection criteria were used to reach the Board's recommendation. An annexe would give the profiles of the other short-listed candidates.

e) The selection of Senior Scientific staff should be based on international recruitment criteria and standards. If WARDA is to keep a sharply focussed program, as is advisable, there may not be a need for a Deputy to the Chief Executive Officer. However, the Board of Trustees may want to appoint a Director of Research to assist the Chief Executive Officer.

Obviously, the above-described proposal can still be improved upon, but the mission believes that it could provide a valid basis for continuing collaboration between WARDA and the CGIAR and enable the consultative group to provide funding for all WARDA research and related training activities.

The proposal would certainly call for some modifications in the basic texts that govern WARDA's operations. This is now possible after the Ecowas Authority of Heads of State and Government's resolution that "calls upon the Governing Council of the Association to reflect urgently on the current situation of the Association and to adopt any measures it considers necessary to enhance the operational efficiency of the association".

III. FUNDING PROBLEMS

Agricultural research is a time-consuming undertaking that requires stability in funding. The financial difficulties which WARDA has been facing are due to a large extent to the uncertainties of funding and to restrictions placed in the use of virtually all the funds made available to the Association.

The Association derives its funds from (1) contributions by its member countries to a General Fund to finance administrative costs and to a Special WARDA Fund for specific projects and (2) grants from donors in support of research development and training activities. A large number of donors require the Association to pre-finance the activities they sponsor. While it is certain that the donors will meet their funding commitments, the major difficulty of WARDA management is that it has to operate in conditions of complete uncertainty regarding member state funding.

Since the Association does not have working capital, delays in the payment of contributions and grants jeopardize the implementation of the Association's Integrated Programme. The constant underfunding of the member state supported administrative services impairs the effectiveness of the Association's management and its ability to provide necessary support services to the research development and training activities.

Any measures designed to ensure long-term funding stability and the financial viability of the Association should take into account the weak economies of WARDA member countries and the substantial erosion of their ability to make large contributions to the Association. Actions taken to reduce the Administrative Budget, and thus the amount of the contributions of the member countries, represents a step in the right direction. The agreement of the donors, given in Tokyo, June 1985, to a charge of 15% on special projects to cover overheads is also most helpful in reducing the burden on member states of supporting the Association. WARDA member countries that have difficulties in paying their contributions from local resources should demonstrate their commitment to the Association and to the achievement of its objectives by taking advantage of the offers to pay their current contributions from World Bank loan proceeds or UNDP and Dutch technical assistance funds available to them.

The significant progress registered over the last few months in WARDA's management and the further improvements expected in its governance structure should encourage the donors (1) to take over funding of the key administrative services to ensure smooth operations of research programs and (2) to help provide working capital, preferably on a one-time grant basis, to eliminate the cash flow problem which has at times virtually paralysed the Association. The confirmation by senior management of the African Development Bank, during the course of this mission, of a decision to provide financial assistance to WARDA, is indeed significant and encouraging. The declaration of interest of the West African Bank for Development (BOAD) is also a noteworthy development. These reflect the keen desire of major development financial institutions in the region to support the Association that has the potential and the capability to help West African countries increase food production.

The solution of the current financial crisis, particularly the liquidation of the Association's debts, depends on the member states taking urgent action to pay outstanding and current contributions now totalling 11.7 million US dollars. The resolution passed by the Authority of Heads of State and Government of Ecowas, 2 July 1986, urges all WARDA member states to pay their arrears and current contributions, as a matter of priority, to ensure the survival of the Association. Discussions with officials in the countries visited indicate that concerted action is being taken to comply with this resolution. The acting Executive Secretary will be closely monitoring progress made in this respect and take follow-up action as required.

IV. CONCLUSIONS AND RECOMMENDATIONS

In the light of discussions held with a number of countries which could be considered as a representative group of WARDA's membership, the mission believes that concerns expressed by the CGIAR over its relations with WARDA could be effectively addressed in a manner which should be satisfactory to both parties. To that effect, the mission recommends:

1. That additional safeguards be established to ensure independent and expert technical management of WARDA. That would include:

- a) the transformation of the STC into a fully pledged Board of Trustees with powers identical to those of the Boards of other IARCs supported by the CGIAR, save in respect of the Chief Executive Officer's appointment
- b) the transformation of the Governing Council into a Council of Ministers with responsibilities for overall orientation as described under Section II para 3 b) of this report
- c) appointment by the Council of Ministers of the Chief Executive Officer after selection of one candidate by the Board of Trustees among competent West African applicants following procedures described under Section II para 3 d)
- d) selection of senior scientific staff based solely on international recruitment criteria and standards (cf section III para 3 e)

2. That the forthcoming Extraordinary Session of the Governing Council (August 1986) be requested to review the mission's report and agree on a management formula acceptable to both WARDA and the CGIAR, which should be represented at the meeting.

3. That, if an agreement is reached, a memorandum of understanding or any form of document reflecting such an agreement be produced with a view to enlisting donor support at the November Session of the CGIAR, while the legal process for making the relevant adjustments into WARDA's basic texts is in motion.

With respect to funding problems, the mission recommends:

1. that member countries make a special effort to meet their current and outstanding financial obligations to the Association, in compliance with the Abuja Resolution
2. that the Executive Secretary closely monitor progress made in this respect and take follow-up action as required
3. that the World Bank renew its offer after the June 30, 1986 deadline to pay the arrears of contributions from the proceeds of loan funds available to member countries
4. that member countries take more active steps to utilise offers made by multilateral and bilateral aid agencies to pay their current contributions
5. that the Association be provided with a working capital grant to help solve the cash flow problems which have hampered its operations.

Throughout its discussions, the mission emphasized the point that WARDA is a collaborative effort in which member countries and the CGIAR have invested a considerable amount of resources, and that it is in the interest of member countries that the limited funds available be utilized in the most effective way to achieve meaningful results. This presupposes the existence of effective management systems and the proposals put forward in this report should be examined in that light.

M.C. Mensah
July 1986

**FIFTH EXTRAORDINARY SESSION
OF THE GOVERNING COUNCIL
OF WARDA
AUGUST 6-12, 1986
DAKAR, SENEGAL**

Remarks by: J.H. Hulse
Representing the CGIAR.

Mr. Chairman, Your Excellencies, Honorable and distinguished participants, Ladies and Gentlemen,

As I stated earlier, I am deeply grateful to your Excellencies for permitting us to participate in these most important deliberations.

My organization the IDRC was requested by the CGIAR sponsors and members to serve as negotiating agency in hope of assuring WARDA's continued ability to maintain an international standard of excellence in Research and Related Training.

IDRC and my role are three-fold:

1. To bring to your Excellencies attention the relevant concerns and attitudes of those CG members which support WARDA;
2. To comment upon the principal recommendations of Dr. Mensah's thoughtful and stimulating report and,
3. To convey to the CG Secretariat and the CG members the decisions and future intentions of WARDA's Governing Council.

As His Excellency, M. Sagna your distinguished Chairman so clearly emphasized in his thoughtful opening remarks, the CG members are most anxious that WARDA move expeditiously to achieve financial stability and that WARDA Member States remit their outstanding contributions as quickly as their economic situations will permit.

H.E. M. Sagna reminded us that membership contributions may be made from existing IDA or IBRD loans or from special provisions made available by UNDP and the Government of Netherlands.

The success of other IARCs which are members of the CGIAR family has rested firmly upon:

1. Financial Security and,
2. Scientific, Administrative and Financial Management of the highest standard of excellence.

The two are interdependent. A high standard of excellence in the management and execution of research attracts and retains financial support.

Efficient management and productive research require extraordinary dedication and competence on the part of the Chief Executive Officer (CEO) and of the Governing Board of Trustees. In the other IARCs the Boards of Trustees are composed of many and various skills and experience: in management, in science and in senior government administration.

The principal responsibilities of Boards of Trustees are:

1. To define Terms of Reference, to select and appoint the CEO, who is called Director General (DG) in other IARC's;

2. To formulate long-term strategic plans for research and training;
3. To approve the Program of Work and Budget;
4. To monitor the efficiency of fiduciary controls;
5. To undertake periodic reviews of progress and to monitor adherence to the strategic plans and the Program of Work and Budget.

Most vital to any IARC is the CEO, that is the DG or Executive Secretary. That person must be of recognized international standing in qualifications, experience and competence.

WARDA's PURPOSES AND OBJECTIVES

It is the considered opinion of the CG that WARDA's primary purpose is to conduct research and training of a nature that will ensure increased and stable production of rice acceptable in quality and well adapted to the various agro-climatological conditions that exist among the WARDA territories. Given its intergovernmental composition and the distinguished and influential membership of its Governing Council, WARDA possesses a unique opportunity both to conduct appropriate research of excellence and to ensure that the products of the research are adapted and widely adopted by the rice farmers of West Africa.

Dr. MENSAH'S REPORT

May I briefly comment upon the principal recommendations of Dr. Mensah's splendid report.

I believe I speak for the CG Members when I say that the most critical issues are the following:

1. That a Board of Trustees be established which possesses a degree of independence, autonomy and authority equivalent to the Board of Trustees of the other IARC's. I have outlined what we believe the Board of Trustees responsibilities should be;
2. That the Chief Executive Officer will be a scientific manager of international standing and of demonstrable relevant past experience. We recognize the members' wish that the CEO be a national of one WARDA's Member States. Certainly West Africa has many scientists of appropriate qualifications. However, in the event that no one of these qualified West African scientists is prepared to be available, the Board of Trustees may wish to consider qualified scientists from other nations.

3. A third and equally important recommendation by Dr. Mensah which we strongly support is that WARDA's primary activity be in Rice Research and Training. By concentrating upon Research WARDA will then directly parallel the activities and priorities of other IARC's.

In order that WARDA achieve its all-important research objectives it is urged that Your Excellencies who are the members of the Governing Council set in motion whatever amendments to WARDA's Constitution are needed to facilitate the reforming recommendations proposed.

My colleagues, in particular M. Auger, IDRC's legal counsel are ready, willing and available to give whatever assistance Your Excellencies and the WARDA Secretariat may desire.

Finally, Your Excellencies and distinguished participants, the donor members of the CGAIR are fully conscious of the difficulties and constraints under which WARDA has so valiantly laboured.

All of us are greatly encouraged by the commitments by National Governments to agricultural improvement, research and development throughout the African continent. First as formulated, in the Lagos Plan of Action, second during the meeting of the OAU and most recently during the Special Session of the United Nations of New York.

We are, therefore, totally convinced that if WARDA Member States will act expeditiously as recommended by WARDA's most distinguished Chairman, and if the Council of Ministers will move constitutionally to accept and adopt the principal recommendations of Dr. Mensah's report, WARDA will in the foreseeable future achieve and attain its most worthy and essential objectives.

Thank you.

J. Hulse
Vice President
IDRC

August 18, 1986.

Schedule of Payment of Arrears of Contributions

Member Countries	Emergency fund to settle o/s debts						US\$ Total
	Payable by: 31/12/86	30/6/87	1/1/88	1/1/89	1/1/90	1/1/91	
Benin	75,000	44,957	45,000	45,000	45,000	45,000	299,957
Burkina Faso	188,000	113,889	113,000	113,000	113,000	113,000	753,889
Gambia	118,000	69,727	71,000	71,000	71,000	71,000	417,727
Ghana	100,000	59,060	60,000	60,000	60,000	60,000	399,060
Guinea	49,000	30,425	29,000	29,000	29,000	29,000	195,425
Guinea Bissau	135,000	80,942	81,000	81,000	81,000	81,000	539,942
Cote d'Ivoire	40,000*	-	-	-	-	-	40,000
Liberia	101,000	60,529	61,000	61,000	61,000	61,000	405,529
Mali	63,000	39,105	37,000	37,000	37,000	37,000	250,105
Mauritania	218,000	130,422	131,000	131,000	131,000	131,000	872,422
Niger	139,000	81,432	84,000	84,000	84,000	84,000	556,432
Nigeria	1,380,000	827,672	828,000	828,000	828,000	828,000	5,519,672
Senegal	92,000	56,714	55,000	55,000	55,000	55,000	368,174
Sierra Leone	119,000	71,895	71,000	71,000	71,000	71,000	474,985
Togo	95,000	57,408	57,000	57,000	57,000	57,000	380,408
Total	2,912,000	1,724,177	1,723,000	1,723,000	1,723,000	1,723,000	11,528,177

* This amount has been included in the above column for full settlement in 1986 at the request of the delegate of Cote d'Ivoire.

R E S O L U T I O N S

Resolution GC-E-5/86/RES.1
GOVERNANCE AND MANAGEMENT STRUCTURE

Resolution GC-E-5/86/RES.2
SETTLEMENT OF THE ARREARS OF MEMBER STATES

Resolution GC-E-5/86/RES.3
1986 SUPPLEMENTARY AND 1987 ADMINISTRATIVE BUDGETS

Resolution GC-E-5/86/RES.4
APPOINTMENT OF EXTERNAL AUDITORS

RESOLUTION GC/E-5/86/RES.1

GOVERNANCE AND MANAGEMENT STRUCTURE

The Governing Council of the West Africa Rice Development Association (WARDA), meeting at its Extraordinary Session in Dakar, Senegal, from 8 - 12 August 1986 :

HAVING TAKEN NOTE of the TAC Mid-Term Review of WARDA, the report on CGIAR Discussions on WARDA, and the Report on Consultation of Points of Concern regarding CGIAR/WARDA Relations'

RECALLING its Resolution adopted at its Fifteenth Ordinary Session held in Dakar, Senegal, on 19 - 20 December 1985 reaffirming the inter-governmental character of WARDA and delegating to the STC authority on specific matters;

DECIDES that :

- (i) the Scientific and Technical Committee be reconstituted into a Board of Trustees similar to those of other International Agricultural Research Centres (IARCs) with the authority :
 - (a) to consider and approve WARDA's annual programme of work and budget
 - (b) to monitor the Association's activities and its progress towards the achievement of its mandate;
 - (c) to ensure the Association's integrity in financial management and accountability, and to select the Association's External Auditor for appointment by the Council of Ministers;

RES.1-2

- (d) to consider and approve personnel policies, including scales of salaries and other benefits, and
 - (e) to select and nominate a candidate to the position of Executive Secretary for appointment by the Council of Ministers;
- (ii) the Governing Council be renamed "Council of Ministers" and entrusted with the following functions :
- (a) appointment of the Executive Secretary upon selection and nomination of the candidate by the Board of Trustees, any national of the member states irrespective of residence status being entitled to apply for candidature;
 - (b) examination of mid-term programmes of work of the Association with a view to ensuring the conformity thereof with the agricultural development policies of the region;
 - (c) examination of the Association's annual and other major reports, as well as of relevant external review and evaluation reports; and
 - (d) provision of assistance in resolving major political issues referred to it by the Board of Trustees;

RES.1.3

- (iii) parity will be maintained between Board members designated by the member states and by CGIAR. Members of the Board will be designated by the member states and by the CGIAR. Members designated by the member states will be subject to the approval of the Governing Council. Members designated by the CGIAR will be subject to approval by the Consultative Group. All Board members shall be selected in their personal capacity.

MANDATES the Executive Secretariat to study and propose the necessary legal modifications to the Basic Texts taking the above provisions into consideration.

Done in Dakar (Senegal) on 12 August 1986.

For the Governing Council
Chairman

Ibrahima F. SAGNA
Minister of Rural Development,
Republic of Senegal.

RESOLUTION GC/E-5/86/RES.2

SETTLEMENT OF THE
ARREARS OF MEMBER COUNTRIES

The Governing Council meeting at its 5th Extraordinary Session in Dakar, Senegal, from 11-12 August 1986;

Deeply concerned about the deteriorating financial situation of the Association due to the non-payment or late payment of contribution by the Member Countries;

Recalling Resolution No. a/RES-1/7/86 passed by the Authority of Heads of State and Government of ECOWAS at Abuja on 1st July 1986;

Recalling offer made by the World Bank to member countries to pay their arrears of contributions using the proceeds of soft loan funds and by UNDP and the Dutch Government to pay their current contributions from the development assistance funds available to them;

Taking note of the fact that so far no member country has availed itself of any of the offers;

Recalling earlier Council resolutions urging member states to pay their contributions.

Appeals to member states to:

- (1) pay by December 31, 1986 that part of their arrears required to settle long outstanding debts of the Association as indicated in the attached table subject to the reconciliation of the arrears debited to Nigeria;
- (2) take all necessary measures to ensure payment of the balances due in annual instalments over

RES.2-2

a period of 5 years as shown in Table
#1 subject to the reconciliation of the
Arrears debited to Nigeria.

Done in Dakar (Senegal) on August 12, 1986.

For the Governing Council
Chairman

Ibrahima F. SAGNA
Minister of Rural Development
Republic of Senegal.

RESOLUTION GC.E-5/86/RES.3

RESOLUTION ON 1986 SUPPLEMENTARY AND
1987 ADMINISTRATIVE BUDGETS

The Governing Council of the West Africa Rice Development Association (WARDA), meeting at its Fifth Extraordinary Session in Dakar, Republic of Senegal, from 11 - 12 August 1986 ;

HAVING CONSIDERED the 1986 Supplementary and 1987 Administrative Budgets submitted by the Executive Secretariat :

- (i) REQUESTS the Executive Secretary to proceed with the proposed reduction in Secretariat staff ;
- (ii) DECIDES that the corresponding costs covering salaries and termination indemnities for staff who were to be terminated but were not, i.e. US. \$ 280,000 be borne by member states ; and
- (iii) APPROVES the 1987 Administrative Budget for a total amount of U.S. \$ 2,044,400 as submitted by the Executive Secretariat.

Done in Dakar (Senegal) on August 12, 1986

For the Governing Council

Ibrahima F. SAGNA
Minister of Rural Development,
Republic of Senegal

RESOLUTION GC.E-5/86/RES.4

RESOLUTION ON THE APPOINTMENT OF EXTERNAL AUDITOR

The Governing Council of the West Africa Rice Development Association (WARDA) meeting at its Fifth Extraordinary Session from 11 - 12 August 1986 in Dakar, Senegal ;

HAVING TAKEN NOTE of the Recommendations of the Scientific and Technical Committee ;

APPOINTS the accounting firm of AKINTOLA WILLIAMS & Co. as the External Auditor of the Association for the accounts of 1986 and 1987.

Done in Dakar (Senegal) on August 12, 1986

For the Governing Council
Chairman

Ibrahima F. SAGHA
Minister of Rural Development,
Republic of Senegal

VOTE OF THANKS

The Governing Council of the West Africa Rice Development Association (WARDA) meeting at its Fifth Extraordinary Session from August 11 - 12 1986 in Dakar, Senegal ;

CONSIDERING the warm and fraternal welcome as well as the hospitality accorded to the delegations and the Executive Secretariat since their arrival in this beautiful capital of Senegal ;

EXPRESSES its profound gratitude to the government and people of Senegal for their assistance as well as the facilities kindly offered in order to ensure the complete success of the session.

Done in Dakar on August 12, 1986

For the Governing Council
Chairman

Ibrahima F. SAGNA
Minister of Rural Development,
Republic of Senegal.

Excerpt from the Draft Report of the 40th Meeting of TAC

TAC'S VIEWS ON AN INTEGRATED RICE RESEARCH PROGRAM IN WEST AFRICA

98. TAC believes that the overall analyses and conclusions of the WARDA Mid-Term Review Panel deserve careful consideration by the CGIAR. It was made clear at Ottawa, however, that the CGIAR wishes first to explore further the possibility of continuing a WARDA-related CGIAR-supported rice research and training program in West Africa. TAC considers the following principles and conditions, drawn in large part from the Mid-Term Review, to be vital to the success of such an effort.

Organization, Governance and Funding

- The CGIAR-supported research effort should be a well-integrated rice research program for the region. This calls for very close coordination of the programs now conducted by IITA, IRRI and WARDA. Consideration should be given at an appropriate time to incorporating the desired elements of IITA's rice research with those of the WARDA program.
- The research program should function as a fully autonomous entity under the constitutional umbrella of WARDA. As a WARDA subsidiary it should have an organizational identity of its own to distinguish it from other elements of the Association. (This could be, for example, the (WARDA) Research Institute (Center) or some other appropriate designation.)
- The WARDA research entity should be governed by a board of trustees similar to those found in the International Agricultural Research Centers of the CGIAR. The board, including members drawn from the region, should be made up primarily of internationally recognized scientists and research administrators, serving in their personal capacity.
- There should be close links between the Governing Council of WARDA and the board of trustees of the research entity. Those linkages, however, should in no way impair the autonomy of the research entity.
- The chief executive officer of the research entity (with a title of director or director general) should be recruited internationally and appointed by the board of trustees.
- The board and management of the research entity should be fully responsible for formulating and executing policy, planning and carrying out programs, and for the overall administration, staffing and financial management of the research program.
- The selection of senior scientific staff should be based on international recruitment criteria and standards. It should not be assumed that all of the present staff of WARDA would automatically become a part of the cadre of the research entity.

- The headquarters of the research entity should be located in or near the rice producing area where the major research effort will be carried out. This location should also serve as the principal site for research related training.
- There must be an adequate and stable source of funding to meet administrative costs of the research program. The CGIAR should provide such funding.
- The CGIAR should provide research funds to support a staff significantly smaller than the current combined senior staff at IITA (rice related) and WARDA of some 55 persons. Capital funds should also be supplied by the CGIAR to bring necessary facilities to an acceptable level commensurate with research requirements.
- The board and management of the research entity should decide whether the research program would best be organized in a centralized or decentralized mode. Either of these models will accommodate a networking approach to research in the region.
- The WARDA Governing Council may wish to continue a secretariat with an executive secretary to provide leadership and direction to the non-research phases of WARDA's program. It is assumed that such program would be primarily development related, consistent with WARDA's charter and goals. Where appropriate, such activities could be expected to involve close collaboration with the staff of the research entity.
- The CGIAR should not be expected to provide funding for WARDA development efforts. (It is assumed that the Member States and bilateral donors would meet such needs.)

Program Elements of the Research Entity

- Rice research supported by CGIAR funds should concentrate on the major ecologies where rice is presently grown, as well as on areas of greatest potential for rice in the region. This should include research relating to both genetic improvement and crop management.
- Highest priority for rice research in West Africa should be given to rice grown under rainfed and hydromorphic conditions.
- For each rice ecology where research is to be undertaken, a clear and sharp focus of research should be taken on major pressing problems of importance to the region, for example:

- in upland rice, generation of high yielding varieties with resistance to blast disease, improved drought tolerance and weed control;
- in mangrove swamp rice, germplasm of short, medium and long duration; improved salinity tolerance and resistance to blast;
- for irrigated rice, the major needs are tolerance to high and low temperature and, for some areas, resistance to blast. In general, TAC considers that the needs of irrigated rice can, in large measure, be met through the IRTP - the International Rice Testing Program;
- the IRTP should be handled by the research entity as a part of its work with national programs.

Economic Community of the West African States

Ninth session of the Conference of Chiefs of States and Government

Abuja, June 30 - July 2, 1986

The Conference of Chiefs of States and Governments.

Pursuant to article 5 of the ECOMAS treaty, providing for the creation of the Conference of Chiefs of States and Governments and defining its composition and its functions;

Keeping in mind the absolute priority that the Community cooperation program gives to increasing food production to fulfill the sub-regional goals of self-sufficiency and food security;

Conscious of the role agricultural research can play in increasing food production, and productivity;

Remembering the profound preoccupations with regard to the deterioration of the food situation in West Africa, which prompted them to set up WARDA in September 1970 to implement a collective effort to find solutions to common problems with regard to rice production.

Considering the serious financial crisis with which WARDA has been confronted due to member states not paying or paying with delay their contributions;

Considering the necessity for the Association to effectively and efficiently execute its integrated research, development and training program in order to enable it to help its member states to increase their rice production in a sustained manner;

Preoccupied by the inhibitory effects that uncertainties in the funding provided to the Association by the member states may have on its management and its activities;

Convinced that the Association has potential and capability to undertake significant and productive activities in research, development, and training;

Recognizing the positive and constructive role that the Community of the donors is continuously playing in the implementation of the activity programs of the Association;

- renews its commitment to continue in the collective efforts made in rice research and to preserve WARDA's statute as a institution for regional cooperation,
- urges all members to proceed to pay their dues in arrear, and their current contributions with first priority in order to ensure the survival of the Association,

- express its sincere gratitude to all donors to WARDA, and extends to them an appeal for their continuing support to the Association,
- invites the Board of Governors of the Association to study the present situation of the Association, and to take every measure that it deems necessary to improve the efficiency of its operation.